

## HUMAN CAPITAL MANAGEMENT

# BULLETIN



September 10, 2001

On July 17<sup>th</sup> and 18<sup>th</sup>, a Department of Energy Human Capital Summit convened with senior managers, human resources and diversity managers, and other key DOE stakeholders to address critical resource issues for the Department. Deputy Secretary Francis Blake, in opening remarks, emphasized that the Department's leadership must realize the importance of effectively managing human capital. He further pointed out that the Department's readiness and mission-delivery capability are inextricably linked to how well the Department acquires, develops, and uses human capital resources.

The purpose of the Summit was to launch a serious process for identifying and understanding key Federal workforce management challenges facing the DOE and to generate concrete ideas for addressing them. The two primary goals were to achieve a baseline understanding of the depth, breadth, and impacts of human capital management problems in DOE in order to formulate effective improvement strategies, and to develop corporate DOE human capital initiatives and formally commend them to the Deputy Secretary for his endorsement and support. The five key areas the Deputy Secretary charged the attendees to focus on are:

- Performance Management
- Management Efficiency
- Recruitment and Retention
- Diversity
- Leadership Development and Succession Planning

Since the Summit, the Deputy Secretary has announced some Short-Term Human Capital Management Initiatives. These initiatives are summarized on the next page of the Bulletin. In addition to those initiatives, he expects the director of each DOE organization to develop a human capital management strategy and plans to review the organizational achievements as part of his Operational Program Review meetings. We also expect the Deputy Secretary to ask top managers to lead cross-cutting corporate initiatives focusing on longer-term goals to improve DOE's workforce planning management. The Office of Management, Budget, and Evaluation will support the Deputy Secretary in overseeing these efforts.

*For more information including the HCM Summit agenda, electronic copies of speaker presentations, and background information, please visit our website at <http://www.ma.doe.gov/pol/hosindex.html>.*

**HUMAN CAPITAL SUMMIT ATTENDEES:**

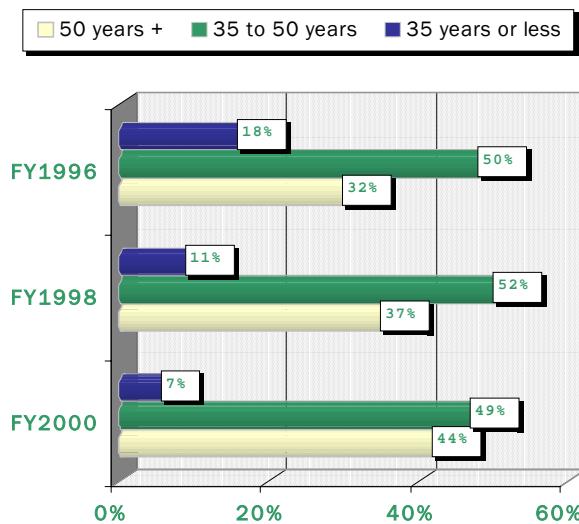
Deputy Secretary Frank Blake; Under Secretary Robert Card; Under Secretary John Gordon (Administrator, NNSA); Bruce Carnes Director, Office of Management, Budget and Evaluation/CFO;

**COO COUNCIL** Steve Cary, EH; Marshall Combs, SO; Rick Furiga, FE; Bob Knipp, NE; Ron Milner, RW; Mike Oldham, EM; Milt Johnson, SC;

**FIELD MANAGERS & OTHER KEY OFFICIALS** Rita Bajura, NETL; Susan Brechbill, OH; Bev Cook, ID; Leah Dever, OR; John Kennedy, CH; Keith Klein, RL; David Marks, NV; Barbara Mazurowski, RF; Greg Rudy, SR; Patty Wagner, AL; Camille Yuan-Soo Hoo, OAK; Ron Demiceli, Union Representative NETL;

**PROGRAM OFFICIALS** Ken Baker, NNSA; Henry Cardinalli, NR; Wade Carroll, NE; Tim Dirks, MA; Steve Durbin, EIA; Ralph Erickson, NNSA; Terry Esvelt, BPA; Greg Friedman, IG; Lyn Henderson, CR; Mike Hacskaylo, WAPA; Abe Haspel, EE; Mike Kane, NNSA; Bob Kripowicz, FE; Poli Marmolejos, ED; Jim Owendoff, EM; Glenn Podonsky, OA; Jeremy Wu, National Ombudsman;

**TECHNICAL ADVISORS** Paul Allen, ID; Godfrey Becket, BPA; Sara Brunson, CH; Jerome Butler, MA; Al Corbett, SR; Ann Farace, MA; Pam Jeckell, MA; Geoff Judge, EH; Larry Kirkman, FTCP Chairman; Gretel Pinkney, MA; Barbara Male, EM; Chris Phoebe, GFO; Bob Rabben, GC; Maria Rivera, ED; Yolanda Ruiz, AL; Rufus Smith, OR; Linda Whitted, EE

**DOE WORKFORCE TRENDS\*****AGE COHORTS IN THE DOE TECHNICAL WORKFORCE**

\* "DOE Workforce Trends" is a feature of the HCM Bulletin intended to highlight the HC challenges in the Department.

# SHORT-TERM HUMAN CAPITAL IMPROVEMENT PLAN

## **SES PERFORMANCE MANAGEMENT SYSTEM**

Develop a new system that allows for meaningful distinctions among performers, creates stronger linkages between mission priorities and individual performance, rewards leadership in human capital management including diversity, and gives top dollars to top performers.

LEAD: Office of Management, Budget, and Evaluation (Susan McCannell)

TIMEFRAME: October 2001

## **WORKFORCE RESTRUCTURING PLAN**

Develop a plan to restructure the Department and to improve management efficiencies in areas such as delayering, streamlined decision-making, and redeploying resources to front-line service activities.

LEAD: Office of Management, Budget, and Evaluation (Steve Perin)

TIMEFRAME: September 2001

## **HUMAN CAPITAL FLEXIBILITIES GUIDEBOOK**

Develop a scenario-based guide on recruiting, retaining, developing, and rewarding, a highly skilled workforce in today's world. The Guide will help DOE better utilize available personnel flexibilities and tools. In addition to the guidebook, issue a Human Capital Bulletin to highlight best practices and solutions for unique issues and to provide information about new human resources programs and authorities.

LEAD: Office of Management, Budget, and Evaluation (Alison Davidow- Guide/Pam Jeckell- Bulletin)

TIMEFRAME: November 2001

## **DIVERSITY PROGRAMS IMPROVEMENT PROJECT**

As directed by the Secretary on July 16, 2001, review DOE diversity programs to ensure they support a diverse, respectful and productive workplace. Supporting Activities: Issue a DOE Diversity Policy Statement to all employees to communicate the Secretary's vision, commitment, and expectations; develop and implement quality diversity training for employees; develop a diversity-component for DOE management and supervisory training courses; establish a diversity baseline and measurable standards for effective and comprehensive personnel management strategies; establish an outreach program to educate and inform minority communities about DOE employment opportunities, programs and procedures.

LEAD: Office of Economic Impact Diversity with OMBE support

TIMEFRAME: September 2001 for Diversity Policy, December for other initiatives

## **EXPAND USE OF AUTOMATED HUMAN RESOURCES SYSTEMS AND STREAMLINE HIRING PROCESSES**

Increase by 30-50% the current use of Quick Hire, an automated recruitment and evaluation system allowing applicants to apply on-line and identifying top candidates in approximately half the time required in manual systems (December 2001). Handle all Headquarters non-bargaining unit positions through QuickHire (November 2001).

LEAD: Office of Management, Budget, and Evaluation (Enid Levine- QuickHire/Claudia Cross- HQ QuickHire)

TIMEFRAME: December 2001

ONLINE LEARNING CENTER: Increase the availability of business management and leadership courses by 50%; Double the number of OLC subscriptions to information technology courses; and expand the number of available DOE-specific courses.

LEAD: Office of Management, Budget, and Evaluation (Tanya Luckett)

TIMEFRAME: December 2001

## **EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAM**

Develop a program to groom high potential employees for SES and other senior leadership positions in the Department. Initiatives: DOE-Wide Mentoring Program (October 2001); SES Candidate Development Program (November 2001)

LEAD: Office of Management, Budget, and Evaluation (Steve Young- Mentoring Program/Dottie Van Steinburg- SES Candidate Development Program)

TIMEFRAME: Listed above for each program

## **DOE INTERN PROGRAM**

Develop a corporate intern program to address DOE-wide needs for technical and non-technical entry to mid-level recruitment and retention of high potential employees.

LEAD: Office of Management, Budget, and Evaluation (JoAnne Whitman)

TIMEFRAME: December 2001